Assignment 2: Your Best Software Project

Problem Scenario:
For (Business Analysts) who (need to write requirements that are both stakeholder friendly and traceability matrix friendly), (BRSW) is (an enterprise wide software solution) that (allows Business Analysts to easily produce requirements that are both presentable to business stakeholders and easily be part of a traceability matrix). Unlike (generic word processing or spreadsheet software), our product (is able to fulfil both needs rather than just one).

1. Describe your "learning machine" and how you'll create a virtuous cycle of learning that will continually improve your team's understanding of the user.

Items to consider	Your plan for Learning
a. What vehicles (observations, metrics, tests, etc.) will you and your team use to make learning a regular part of your agile iterations?	Backlog Grooming Meetings as a vehicle to discuss the following aims/techniques: ➢ Enhancing Collaboration ➢ Developing an open failure culture ➢ A culture where "failing fast" is acceptable
b. What metrics will you use to measure outcomes?	Number of questions that arise during Implementation. (Decreasing better) Would also use the 0,30,90 days approach as below: 0 Days: Is the feature usable? 30 Days: Is the customer using it on a regular basis? 90 Days: Is the feature fulfilling the customer need as expected? We are looking for a "Yes" answer, so this be tracked and aiming to increase the % of Yes answers.
c. Who will take the lead on designing that learning? Who will take the lead on sharing it with the team in a way that drives strong, interdisciplinary discussions and links to the job of Deciding?	The Product Owner. The Agile coach will take the lead in sharing the learnings from the Backlog Grooming Meetings. The Agile Coach will also monitor Agile practices within the team and provide feedback.
d. How often and in what meetings/workshops will you deliver the above?	These will be held after the end of every sprint. These will be feedback prior to every sprint planning meeting. The Agile Coach will provide a brief update on how the team is coping with Agile as follows: ➢ Daily Stand-Ups ➢ Sprint Planning ➢ Sprint Reviews

e. How will you present your user stories and related items (storyboards, story maps, etc.) to drive the best possible discussions in your sprint planning meetings?	User stories will be presented using storyboards. Split into stripes with Stripe Line being a topline narrative and will contain the diagrams to provide a visual aid. With other stripes containing post-it notes containing the user stories. With stripes split per priority.
f. What about after the sprint starts? How will you work to tilt the working environment towards thinking about what makes sense vs. just creating output--those 'blue button' moments?	A collaborative environment will be fostered where people are able to say "No". Also an environment where the focus is on the quality of the developed product rather than meeting arbitrary release dates. Encourage a Pizza vs Bark environment.
g. What are the challenges and focal points you see for linking to the job of Deciding and creating a culture of experimentation?	I believe that the main challenge will be converting people to a culture of experimentation from a deadline driven environment. I also believe a challenge will be breaking away from simply accepting HiPPO (the "**highest paid person's opinion**"). A focal point will be at meetings involving HiPPOs and at meetings with senior management involving deadlines.

2. Describe how you'll decide what to build, when.

Items to consider	Your plan for Deciding
a. How long will your iterations be--and why? What might be the impact of longer iterations? Shorter?	Iterations will initially be of 4 weeks, this is will initially be a shock to the teams. Any shorter would likely result in higher failure rates and disillusionment with the methodology. Longer iterations may result in the team lapsing back to old methods.
b. How will you groom the product backlog to increase the quality of your inputs and prioritize tasks? What inputs and what people will be most important to your pre-sprint backlog grooming sessions? Why?	The Product Owner will review the user stories and keep the persona's in mind to ensure that the stories are accurate and will lead to useful features being delivered. Every User Story is prioritised and each sprint has a "lasagna slice" in order to ensure that the team is focused on developing the most important features first. The key people will be the Product Owner as a representative of the end users in order to keep everyone focused on the reason for developing the product in the first place. Along with the estimates from developers in order to help establish how many user stories are able to be developed each sprint.
c. What is most critical to manage flow across design, development, and testing? For example, how will you make sure testing	Testing as part of the daily work will help to keep the flow smooth. Unit testing will be utilized. Automated testing processes should be in place to help everything run as quickly as possible.

isn't backloaded to the very end of the sprint?	
d. Which practices from XP, scrum, and kanban will you use to make the job of deciding more effective?	Will use the co-location practice from XP, daily stand-ups from Scrum, and focus on WIP from Kanban in order to foster the Agile ideology and team cohesion.
e. How will you evaluate the quality of your decisions and think about how to improve them?	Will evaluate the quality of the decisions by measuring the work flow of the team and the quality of the output as measured against User Stories with the Product Owner being the decision maker as to the quality of the output. These will be used to feedback into the effectiveness of the team and what areas could be improved.

3. Describe how you'll build (and test) software.

Items to consider	Your plan for Building
a. How will you support the development and testing team? If it's an existing team, which practices (from XP, scrum, and kanban) do you use? Why those? How well do you think those are working and do you think there are any changes worth considering? If it's a new team, which practices (from XP, scrum, and kanban) will you discuss with the team? Why those?	New Team - Will use the co-location practice from XP, daily stand-ups from Scrum, and focus on WIP from Kanban in order to foster the Agile ideology and team cohesion. A 4 week iteration cycle that is significantly faster than the team is used to, however not too short as to cause an unnecessary high initial failure rate.
b. How will you frame the 'win' on the practices you suggest for developers? Testers? Designers? (Choose whichever roles you currently have on the team.)	Unit Testing should have a low failure rate. Testers should have low down time and be encouraged to find defects.
c. How will you discuss the best way to run testing and decide who on the team will do what?	Product Owner will be responsible for coordinating the test team and determining if non-technical defects are a defect or not. Agile Coach will help ensure that the flow of work into and out of the test team is smooth.
d. How would you like to evolve the process of testing and deployment over time? What do you see as the first few steps?	Testing should move to be a constant process. Iteration cycles will be reduced from 4 weeks over a period of time, so that deployment becomes frequent and natural. Deployment being less of a big deal will encourage constant innovation and experimentation, and allow for fast fixes if accepted.

e. How will you create slack to allow the team to avoid or reduce technical debt?	The iteration will focus on producing the "lasagna slice", the Agile coach will ensure that the products included in each sprint allow for slack, and the teams aren't developing at full capacity each sprint. E.g. If they can develop 5 stories each sprint, the "lasagna slice" consists of 3, then only a max of 4 stories would be added in the sprint. If "lasagna slice" is 4 then no additional stories added.

4. Describe how you will manage software development.

Items to consider	Your plan for Managing
a. What are the top three things you can do in your role to foster and contribute to a self-organizing team?	Help create a "one team" spirit, a success is everyone's, a failure is an opportunity for the entire team to improve. Encourage an environment where team members are not afraid to say "No". Allow the team to feedback on what elements of the Agile methodology we have adopted has worked well and what has worked less well, so that these can be looked at as required.
b. What is the role of the retrospective for you? What agenda will you use? How will you tie the results of the retrospective back to the job of learning?	Retrospectives are important as they give valuable input as to what has worked well and what has not worked so well during the sprint. Important questions would be: How do you feel the release went? What blockers if any did you experience? Do you feel that we have abolished the HiPPO syndrome? The Agile Coach will then take the results back and see how well it has been embraced by the team and other members of the organisation and feedback accordingly. Having team meetings or 1-2-1s as required in order to help everyone identify what went well, what didn't go well and what they could do to improve the experience for everyone.